

DD/S-REGISTRY
FILE Training 3

8 May 1964

MEMORANDUM FOR: Deputy Director for Support
THROUGH : Executive Officer to the DD/S
SUBJECT : Outline of the Office of Personnel Supervisors'
Critique - Supervisory Responsibilities Program

1. A summarization of the critiques of the supervisors from the Office of Personnel follows:

GENERAL

- a. All in attendance appreciated the participation of senior officials.
- b. No one stated specifically why the people were there. This category should have been in the keynote speech.
- c. Also, some thought that the deficiencies of Agency supervisors should have been stated "loud and clear".
- d. Many were of the opinion that the course should be reduced to $\frac{1}{2}$ day by eliminating extraneous information and presenting concrete suggestions. Some felt that the conference did not "nail down" supervisory responsibility.
- e. Some were of the opinion that two presentations would be more desirable; one for the more senior officials and another for grades GS-11 and below.
- f. Speeches were too long. If each could be shortened by ten minutes "we could get back to the job".
- g. Over-all, the presentation was impressive.

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INDIVIDUAL PRESENTATIONS

Director

- a. Nice to be seen and heard. Many are only familiar with the Director's picture.
- b. Because of his talk, the importance of the program was self-evident.

Deputy Director for Support

- a. Set the tone of the conference by his discussions of concepts of management.
- b. Colonel White "came across the footlights as a warm personality whereas I had always figured him as rather cool".
- c. Speech well organized.
- d. Substance good and personal philosophy gave the program the proper setting and theme.

Chief, Medical Staff

- a. Excellent presentation. One individual said "best presentation and most interesting of the program".
- b. Could be shortened.
- c. Suggest special session devoted to stress problems.
- d. More coverage could be given to supervisors rather than the offer made to discuss alertness to medical problems with interested officers in seminars.
- e. The general thinking was that Dr. Tietjen's talk was the most interesting and stimulating.

Security Training Officer

- a. One comment was critical in that the Security talk was "a pitch" to all employees not the supervisors' particular problems.
- b. Very polished, smooth and effective.
- c. Lecture as presented did not fit into the over-all program.

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Director of Finance

- a. Most comments range from "condense" to "eliminate" or "received no message".
- b. A pertinent observation was that the supervisors need guidelines on identifying potential embezzlers where appropriate, for the speaker failed to cover how the supervisor can anticipate, forestall or prevent derelictions.
- c. Needed visual aids (as in Medical presentation) and discussion of personal experiences -- liven it up.

Director of Personnel

- a. The views of the supervisors from the Office of Personnel were generally very complimentary of their boss.
- b. It was said, however, that he tried to cover too much ground and "vocal" punctuation was badly needed in that he rushed from one idea to the next without pause.
- c. One comment mentioned that the DD/S set the tone of the conference with discussion of concepts of management and Mr. Echols discussed the practical aspects of implementing the concepts.

Panel Discussion

- a. Some stated "very interesting but answers guarded".
- b. Contrary to the above, another supervisor came away with the opinion that the Panel readily answered any and all questions.
- c. A third person suggested that elimination of the Panel could be effected without serious loss with the substitution of a sum-up speech by the Executive Director.

Executive Director-Comptroller

- a. It was suggested that the Executive Director-Comptroller devote more time to summing up at the conclusion of the conference and stressing his views on Agency management.

OTHER

- a. Sound Equipment - Improve - Very bad.
- b. Visual Aids - Greater use.

2. I found, by reading the cover sheet and the 22 page attachment on the Supervisory Responsibilities Program, that there were probably as many pluses and minuses as there were people in attendance. This I have found to be true in most critiques of training material which run the gamut from criticism to acceptance to high praise. All are always present. Although most of the statements written above appear to be critical, these were selected with the thought that future presentations could benefit by the changes suggested.

RBJ⁴
[redacted]
Senior Training Officer
Deputy Director for Support

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TO: Deputy Director for Support		
ROOM NO. 7D18	BUILDING	Hq.
REMARKS:		
FROM: Director of Personnel		
ROOM NO. 5E8	BUILDING	EXTENSION HQ.
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REGISTED

Training 3

30 APR 1964

MEMORANDUM FOR: Director of Training

SUBJECT : Supervisory Responsibilities Program

REFERENCE : Memo fr DD/S dtd 7 Apr 64 (DDC 64-2099), same subject

1. Referenced memorandum calls for submission to you of a summary critique of the Supervisory Responsibilities Program presented on 10 April which represents the views of the supervisors from the Office of Personnel who attended the course.

2. There was only one point on which our supervisors commented on which there was agreement. This was in their overall response to the program and the participation of senior officials in it. All of our supervisors considered the program worthwhile and desirable and believed that the personal participation of senior officials contributed greatly to its significance and meaning.

3. There was little unanimity in our supervisors reactions to other aspects of the program. We are attaching the comments offered and have grouped them by topics for convenient reference. One suggestion was made in discussion of these comments in our staff meeting which was not contained in any of the written reports. This was that Colonel White might wish to develop Theory Z of supervision to deal with housekeeping and parking problems.

4. Substance of Course: A few of our supervisors believed the course should remain as presented. However, many felt that the Security lecture was out of place in this program and should be eliminated or revised to focus on supervisory responsibilities for personnel security. Most of our supervisors reported that they found the Medical lecture entertaining and valuable to them as individuals; however, most believed that it too should focus more on supervisory responsibilities and also that it should contain more information on the services and facilities of the Medical Staff. There was almost complete agreement that the Finance lecture should be shortened, and revised, and a few supervisors suggested it be removed from the course.

5. Length of Course: The consensus was that a full day of lecturing was too much. Many of our supervisors suggested shortening the program either by eliminating some of the lectures or by cutting down the time allotted to them. Some suggested running the program in two half-day sessions.

6. Physical Facilities: Almost all of our supervisors suggested improvement in the microphone and sound system arrangements.

7. Pattern of Reaction: We did not detect any pattern distinguishing the reactions of senior supervisors from those of junior supervisors. There were several suggestions, however, that the audience included too wide a range and that subsequent presentations might be offered to groups selected according to grade level or level of supervisory responsibility.

Distribution:

O & 1 - Addressee

X - DD/S

Attachment: D/Pers subj

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Emmett D. Echols
Director of Personnel

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1. General Response to Program

The Supervisory Responsibilities Program was extremely well presented and received. It is our opinion that the benefits to be derived will more than offset the cost involved.

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Overall, the presentation was impressive. I believe that the program was successful if its purpose, as I gathered from the Director's remarks, was to develop among those present a common understanding and acceptance of the total range of their responsibilities as supervisors and employees. It is usually valuable to have employees see their top operating officials in action as a group and I thought that the audience appreciated hearing the Director. Their applause at the conclusion of his remarks was lively and appeared genuine. I noted that he did not appear to be "talking down" to the audience in any way. He seemed to convey the impression of confidence that those present would accept their total responsibilities as employees and supervisors and would carry them well.

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The general reaction to the over-all program was most favorable. There was general agreement that such a program was long overdue and that it served as a much needed vehicle to put forward the views and philosophies of top Agency management officials to senior Agency supervisors.

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Our supervisors felt that the course has sufficient value to justify its being repeated, even without changes. For them, the program was especially valuable since they had a chance to see their Deputy Director, and to hear him describe his philosophy of supervision. In all, our supervisors were impressed with the purpose of the program, its content, and the attention given to it by the senior staff of the Agency.

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While we know our responsibilities, it is a fine thing to have an opportunity such as this program to stop and reflect on the importance of good supervision to the Agency as well as to the individuals whom we supervise.

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It is reasonable to assume that top management believes there is room for improvement in supervision in this Agency, and that the meeting was held to rectify certain faults. Nobody in fact delivered the message of why we were there. This should have been the keynote speech. Specific deficiencies should have been noted -- loud and clear. It should be made very clear just what top management expects of supervisors and what they intend to get. The presentation should have augmented these points in a planned and concise manner.

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As it was, starting with glowing words from the Director, everybody was rather complacent. It appeared that everybody figured this type of program was not really for him, but for a few delinquents.

In summary, the following changes are proposed:

1. Specify the priority deficiencies as seen by top management..
2. Build the presentation around these deficiencies.
3. Hammer these points. Emphasize that everyone must recognize his own deficiencies and decide for himself that he can and is expected to improve.
4. Make it clear what top management demands, what practices are unacceptable, and what steps must be taken to correct unsatisfactory supervisory performance.

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I have mixed feelings as I try to summarize my observations about the meeting attended 10 April. Based upon the "theme" of the meeting, I was looking forward to hearing how I could enhance my knowledge of supervisory responsibilities and my skills in supervisory practices. I have no argument to offer about the necessity and worth of such meetings. I think the Agency is just late - late in developing and using the supervisor, a fundamental and basic tool of management. Such meetings are worth the time, effort, and expense necessary to conduct sessions like the one given.

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I would like to hope that such a conference would provide the basis for a more consistent and more uniform concept of supervisory responsibility in the Agency.

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Either in the comments or oral observations made to me, more than one is unconvinced that the speakers practice what they preach.

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Comments overheard at this meeting were favorable in terms of having a DSS supervisors conference (first time for this group to be so identified); comments were in the vein of recognizing that the Agency supervisors have significant responsibilities that management can hold them accountable which are over and above those found in non-security organizations.

Surprisingly enough, the fact was that a number of participants in the audience did not know the principals other than by name. Is the organization that big or don't we just need more of these get-togethers?

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A sincere appreciation of the interest shown by the participation of the Director and the senior officers who prepared and took part in the program. This in itself had considerable impact.

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In my opinion the day's presentation was thoroughly planned, carefully organized and well executed by all participants. It left me with two dominant impressions, both favorable. First, senior management officials are clearly aware of and interested in supervisory problems and responsibilities. This personal expression of awareness has a much more lasting impact than any impersonal Agency issuance on the subject of management and supervision. Secondly, during the day senior Agency managers personally committed themselves to progressive supervisory principles and philosophies in the presence of a large number of their subordinates. I believe such a commitment will result in improved two-way communication between manager and supervisor in these areas.

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The conference, quite correctly, treated the theme at the abstract level -- the only approach which could realistically cover the topic in a setting of this kind. However, after listening to the questions presented to the panel, I was left with the impression that either the supervisors were not geared to this level of presentation or they tended to relate the concepts to their specific experiences. The supervisors were more anxious to come to grips with concrete supervisory problems than to discuss supervisory responsibilities in the abstract sense. In this connection, the nature of the questions was such that their discussion was more appropriate to small seminar groups. It would appear then that the value of the conference would be enhanced if it were followed up with seminars of supervisors at the division or branch level. Such seminars might be moderated by members of OTR's management staff.

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While a great deal of the information contained in the lectures was useful, I believe too many intangibles were interspersed in the talks. Therefore, it appears to me that the course could be reduced to a half-day course by culling the information contained in the lectures and presenting more concrete suggestions.

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Where the human will to work is concerned, which is at any level, by all means this program should be continued. Encourage healthy human relations at all times. There have been enough signposts to warrant it. Efficient management dares not to leave the development of good working human relationships to chance. Security measures will not produce harmony. We need more than security measures. We need productive teamwork. We need men and women working willingly together toward known goals. Supervision is a lot of things.

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I think the course, in general, was well-planned and is an extremely useful course for Agency supervisors. I felt that everyone left the meeting with a very complete awareness of his supervisory responsibilities. Many of the thoughts presented had probably never been previously considered by a number of the supervisors; to others it placed responsibilities in focus again. It was a fine session.

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The concept of this meeting and tentative format is not only appropriate but vitally needed at this time of transition in Agency management problems. I would suggest that it has been most useful in reaffirming management philosophy and establishing guideposts.

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My impressions from the supervisory conference were generally favorable, perhaps because I had never seen nor heard many of the participants. The general tone and content of the lectures were excellent. My main criticism was that the conference still did not nail down supervisory responsibilities. What disciplinary action has been taken against supervisors who have shirked their basic responsibilities (for example, in the embezzlement cases noted by Mr. Fuchs)? What is being done to encourage and even coerce supervisors into differentiating between quality of performance of subordinates on fitness reports and other official evaluations? (The panel question on forced choice rating systems was submitted and signed by me.) I believe the comments by Col. White and others that supervisors should accept this responsibility were pertinent and appropriate, but that they did not go far enough.

A second impression was that the conference should continue to stress the importance of improving the quality of individual performance through supervisory action. A negative fitness report should not be issued without proper counseling (as discussed by Col. White). By the same token, one negative fitness report should not be allowed to blight an employee's future prospects. I think this fear of giving a subordinate the "kiss of death" is one reason why responsible and alert supervisors sometimes fail to issue realistic fitness reports. Perhaps this point could be played up in a future conference.

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2. Talk by Director of Central Intelligence

This was the first time I and many other more senior colleagues had ever seen or heard the DCI. I believe his appearance and appropriate remarks added greatly to the meeting. People work for individuals rather than names on an organization chart, and the value of such a pep talk cannot be overestimated.

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In talking about courage he seemed to suggest that a supervisor must ignore the personal considerations in dealing with his subordinates. Obviously he did not mean this, but as it was put, it could be so misunderstood. He was obviously working from a ghosted text with which he was unfamiliar and when working from such a text is a monotone. However, when he deals with material which is personal to him, as for instance his European trip, he lights up considerably. Whether true or apocryphal, the last bit on the President's visit was terrific.

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If subsequent programs are started by a talk by the Director of Central Intelligence, the importance of the program will be self evident and a high degree of responsiveness will ensue.

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3. Talk by the Deputy Director for Support

I believe that the opening remarks of the Deputy Director for Support established a philosophic background of management goals. It would seem logical that successive speakers should address themselves to the intensive application of this philosophy. Perhaps a discussion of specific management goals within the framework of this philosophy would be most constructive.

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Col. White's and Mr. McHale's presentations covered the theme of the conference extremely well. The former set the tone of the conference with his discussion of the concepts of management; and the latter, working within this framework, discussed the practical aspects of implementing the concepts. In my opinion, the substance of both presentations should be continued as is.

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I came away from the meeting with the feeling that the supervisory responsibilities as outlined by Col. White were well defined and he left little doubt as to the role he expects supervisors to act for him. Col. White had much to say about the "courage" required to be a good supervisor in the management of people, but he missed a chance to strongly urge that supervisors, from the top down, have "courage" enough to do an agonizing re-appraisal of their own work habits and managerial skills.

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I felt that the DDS came across the footlights as a warm personality -- whereas I had always figured him to be a rather cool individual. Had more stage presence than the others also. His speech was well organized and in one-two fashion he outlined his management philosophy, which I felt was well-received. I suppose no one can figure out the right 'gray area' answers, especially employed-supervisory problem areas.

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Col. White's comments seemed appropriate and meaningful (although whether he is really a Theory I man rather than a Theory X man is still debatable). His specific illustrations of the parking problem and "open windows" problem were simple examples of a frequent failure of supervisors to take responsibility for enforcing Agency regulations and policies, particularly the mundane and unpopular ones. I think his discussion of supervisory responsibilities should note what steps are being taken to reward good supervisors and penalize poor supervisors.

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I felt that the DDS' presentation was excellent. It was healthy to have his subordinates hear him espouse sound concepts of intelligent supervision and personnel management. His comments on the supervisor's role in observing and giving

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recognition to employee's feelings and in creating a climate to encourage their individual initiative were impressive as were the examples of the need to accept responsibility for firm disciplinary action which he gave from his own experience. I had some feeling that his observations concerning the carelessness and lack of discipline in attitudes toward building maintenance and parking controls were of a somewhat different order and might detract from his deeper message.

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He should strive for more change of pace in content. There were long sections of essentially pedantic exposition which need to be broken up with anecdotes or illustrations. The telling phrases, for example, "rehabilitation of the delinquent," get lost in the general stream of words. He and some of the other speakers need to use the vocal pause. There need to be obvious breaks between ideas, paragraphs and sections of the talk. Any speaker must be conscious of the fact that in written material we not only have the advantage of punctuation, but of paragraphing, to identify the internal organization of the material. This is not available in speeches and the speaker must substitute pauses, gestures, change of tone and change of pace. Another device is to outline, list, repeat, and restate the essentials which we are trying to communicate.

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I think that the DD/S might have spent less time discussing psychological theories of motivation. If motivation is to be included as a principal topic on the program, I would suggest that it be discussed by a psychologist or included in one of the other technical presentations. I believe that the Deputy Director who participates in this program should make a talk pointed to the kinds of supervisory problems inherent in his Directorate's functions and activities. For the most part, I think he should try to be inspiring rather than instructive and that he should impress on his supervisors the genuine concern and intention of top Agency management to improve supervisory performance.

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It was generally agreed that Colonel White was at his best when he put forth his personal views and philosophies concerning two experiences of his past.

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The course material was well received by our supervisors. Particular note was made of the DDS' lecture and the fact that he came through "loud and clear." Our supervisors felt that the substance of his lecture was good and that his comments on his personal philosophy of supervision gave the entire program a proper setting and a theme.

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4. Talk by the Chief, Medical Staff

Dr. Tietjen's discussion of stress factors was excellent in pointing out how seemingly-extreaneous factors do affect an employee's performance and is reminding supervisors that a subordinate must be regarded as a total personality and not only in terms of his visible job performance. However, I believe that the medical presentation would have had additional value for the supervisor if Dr. Tietjen had discussed the supervisor's role in assessing the physical and mental requirements of a position and an employee's physical and mental capacities to perform in that position. In this connection, I think it would have been of value for Dr. Tietjen to have discussed what Medical Staff support is available to a supervisor who discerns that a subordinate's physical or mental condition is affecting his job performance adversely.

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Dr. Tietjen's lecture was informative and interesting to me personally. He might have more forcibly and pointedly directed his remarks to all supervisory levels, giving examples of the kinds of cases and the help they can offer. Dr. Tietjen left me feeling he was talking to me as an employee rather than as a supervisor. He did relate to, but didn't emphasize, the responsibility of the supervisor to utilize the facilities of the medical office in identifying medical problems of employees.

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Personally, I felt that Dr. Tietjen only whetted the audience's appetite on the stress business. I believe that the majority of the audience would like a special session devoted to "stress" problems that are being faced by our employees. Also, from the supervisory standpoint, what are the recognizable symptoms of various stresses. It just wasn't enough to tell that 500 person audience to "be good to yourself." He inferred possible additional sessions later.

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Shorten the Medical presentation. The opening cartoons were excellent and made their point well.

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Dr. Tietjen gave perhaps the best prepared, most interesting talk of the day. Its immediate "usefulness" may be debatable, but his invitation to the individual supervisor to step back and examine his own physical and mental condition and attitude, as well as those of his subordinates, was an important message. I thought it well worth the time allotted, although it could be shortened a bit if necessary.

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As a presentation, well done, but he should have earlier identified the place the supervisor occupies or the role that he plays in what was being covered.

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The Medical lecture was entertaining. However, I think the speaker could have done a better job of tying his points down as to their meaning for supervisors. Otherwise, and this comment refers particularly to the discussion of "stress," the lecture might be given at any time to any group of Agency employees. Here again, I felt that there was more that could be said of the supervisor's responsibility for being alert to evidences of medical problems. I disagree with the speaker's approach in "offering" seminars to interested groups on "how to spot emotional problems" -- this subject, to me, is one that might well have been covered in the Supervisory Responsibilities Program. Alternatively, such seminars should be scheduled in the near future for selected levels of supervisors.

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The only area in which there was a distinction in reaction between senior and junior supervisors was in relation to the Medical presentation. The "seniors" thought that it was most useful in that it represented Management's interest in its employees as human beings; that it was sympathetic to their wants and fears; and that it was aware of the stresses and strains which employment in this Agency places upon them. The "juniors" thought that perhaps the presentation could be condensed.

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Our people commented favorably on Dr. Tietjen's presentation. It was suggested, however, that Dr. Tietjen's presentation may have been more meaningful to those supervisors who are already aware of the Medical Staff's capabilities but might not have been as meaningful to those who did not know what the Medical Staff does, and can do, to help a supervisor. For this reason, it was felt that perhaps Dr. Tietjen might include in his presentation additional examples of the services of his Office.

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For me, Dr. Tietjen's talk was probably the most interesting and stimulating. It followed in greater detail the theme of Col. White's concepts and focused attention on the practical human considerations which are so much a part of supervisory-employee relationships. Dr. Tietjen's talk emphasized supervisors as individuals rather than as instruments of management.

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5. Talk by Security Training Officer

This lecture apparently was prepared for overall Agency consumption. It was effective.

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The security presentation was seen to be what it was in fact, pitched at all employees and not approached from the supervisory point of view.

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The Security reindoctrination lecture was well done. In fact, it was too polished. However, I think it was far wide of the mark for the purpose of the Supervisory Responsibilities Program. I think the lecture as given was fine for its initial purpose but that there are a number of other things that could have been said regarding a supervisor's security responsibilities as a supervisor. Unless a different type of presentation is developed, I would suggest dropping this part and exposing supervisors to it in the normal course of the Security reindoctrination program.

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There was unanimous feeling that the security lecture, as presented, did not fit into the day's overall theme and that it was the low point of the day. Again, while they agree that the Office of Security should play an important role in a supervisory program, they have questioned whether the lecture should be a reindoctrination type and felt strongly that the style and content of this lecture as a part of the supervisory program be reconsidered.

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The Security presentation was smooth and effective. It left no doubt of the importance of an awareness of the positive threat to the Agency's security and of the serious obligations and responsibilities of every supervisor and employee. My only adverse criticism of this presentation is that, in the context of this program, it suffered from lack of identification with the personality of the Director of Security.

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6. Talk by the Director of Finance

The talk by the Director of Finance while very pertinent could have been condensed to a considerable degree or possibly these details may be of greater significance to DDP funding operations.

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Eliminate the Finance talk. The end portion on fitness reports was valuable but not heard by many. (The "75% lost.")

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The speeches given during the day were extremely good with one exception. Personally, Mr. Fuchs's speech had practically no message for me. I found his talk very uninteresting -- possibly because I am not concerned with financial matters in the sense of his discussion. I know it was not his intent but the speech seemed geared to an audience of thieves and robbers. I was afraid to bend over and pick up a quarter I saw lying under a seat.

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Mr. Fuchs covered vital ground, but I don't think he was as effective as he might have been. This was partly due to following Dr. Tietjen's "medicine show", but also due to a parochial approach which might not go over effectively with representatives of other components. His guidelines on identifying potential "extortioners" were appropriate, but more emphasis could be placed on the role and responsibility of supervisors in discouraging "grey area" misuse of government property and money, (such as representational and operational expenses, personal use of official vehicles, etc.). This question was touched on lightly, but it should get more attention, in my opinion.

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It was good material, logically arranged and forthrightly presented but he has an unfortunate vocal quality and lack of variety. Substantively, he failed to cover the problem of how a supervisor can anticipate, forestall, or prevent derelictions.

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Mr. Fuchs's presentation was poor in that it either was aimed at the wrong audience or did not go into the supervisory considerations of how employees get this way.

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It seems to me that the talk by the Director of Finance could be reduced in length and sharpened to make the few points that it had to make. It would seem to me that there are other subjects that could have been brought up in this talk -- which seemed to be concerned mainly with instances of mishandling of official funds; the supervisor's responsibility for economical and efficient use of funds and property might have been developed more fully, for example.

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As a general rule, discussions concerning the handling of Government funds appear basically negative and restrictive in nature. Although ably presented, the presentation by the Director of Finance was no exception. I believe further effort could be made to find a more positive frame of reference. One possibility might be to emphasize more strongly the supervisor's role in the judicious use of limited Government funds. The primary thrust here would be the best use of available monetary resources rather than the regulatory and criminal restrictions imposed in the custody of Government funds.

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Our supervisors commented adversely on the style and content of the presentation by the Director of Finance. While they agreed that the Office of Finance has an important role in a supervisory program, they have suggested that the style and content as well as the duration of his lecture might be reconsidered. They also felt that examples or illustrations might have served better to hold the attention of the audience.

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The Director of Finance put across his message on the responsibilities of supervisors for cost consciousness and financial management and on how they should monitor their subordinate's handling of funds. His examples were good but I felt there were too many of them. This talk would be better if it were shorter and less technical. The injection of some humor would also help.

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The Finance and Personnel portions of the course could have been livened up considerably by the use of visual aids or personal experiences to add some flash and color - as in the Medical presentation.

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The presentation by the Director of Finance was not equal to the presentations by the other speakers. It is recognized that when we talk about controlling money, we talk mostly in negatives. Perhaps this presentation could be condensed to cover the type funds involved, general expenditure requirements and two or three specific cases involving misappropriation or incorrect handling of funds. The regulations are quite explicit in the handling of funds and to re-hash the regulation would lose the impact desired.

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7. Talk by the Director of Personnel

Mr. Nichols made a very good delivery of his speech. The injection of a few appropriate examples (possibly in a humorous vein) to highlight points which he was making, would have made it more effective and meaningful.

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As the last scheduled speaker, the Director of Personnel was in a position of giving emphasis to concepts which had already been covered and of explaining the availability of personnel services and programs to assist supervisors in carrying out their responsibilities. This was well done. It was during this talk that I recognized consciously that, with one exception, everyone who had been in the auditorium was both a supervisor and an employee of the Agency. I believe that this point is extremely important to the reorientation program and should be given even greater emphasis. Assuming that the DDS would not be present on such a program beamed to supervisors in another Directorate, I believe the Director of Personnel should cover some of the material which the DDS handled in this program.

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In substance good, because it got down to nuts and bolts and had direct meaning and application for the working supervisor. As with some of the other speakers, vocal punctuation was badly needed. Don't be afraid of silence, or, in broadcasting terms, "dead air time." There is too great a tendency to rush on to the next sentence, next paragraph or next idea, not leaving time for the point to sink in. Maybe we hear only 2% of what is said because what has been said is immediately blocked by what is being said. There were times when the very speed produced sloppy articulation. A single example should suffice to illustrate. In the word "dissatisfaction," the "dis" was almost lost. I would urge a more familiar or informal diction be sought -- for example, the words "I will now proceed to" might better have been "now let's highlight..." The speech should be analyzed for the key or stress words which then could be underlined or highlighted with the yellow marker to show where vocal pauses or emphasis should be placed.

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The presentation by the Director of Personnel should be expanded to include three specific cases covering: an individual dismissed during his first year, an individual dismissed during his first three years and the third individual being retained. Personnel Officers know this but it was obvious from the question put to the Panel not all supervisors are really alert to all their avenues.

The only other comment is to switch the times of presentation of the Chief, Medical Staff and the Director of Personnel. There is no real justification for this comment except Personnel generally follows the Commander.

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Mr. Nichols had the unenviable anchor man position at the end of the afternoon. Frankly, I believe he may have tried to cover too much ground for his audience to absorb, although most of the topics were certainly of interest.

Some visual aids might help to focus on important points. As mentioned in my remarks on the DDS' lecture, I believe there should be more attention to the specifics of how a supervisor should go about identifying his outstanding and his weakest subordinates. The present system offers little incentive (either rewards or penalties) to the supervisor to make the tough performance evaluations necessary for effective management. Under the present system, one bad fitness report tends to cloud an employee's future (rather than acting as a spur for future improvement), and it is all too easy for the supervisor to record a bland rating in the low average scale simply to avoid trouble.

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Col. White's and Mr. Mohols' presentations covered the theme of the conference extremely well. The former set the tone of the conference with his discussion of the concepts of management; and the latter, working within this framework, discussed the practical aspects of implementing the concepts. In my opinion, the substance of both presentations should be continued as is.

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That the Finance and Personnel portions of the course could have been livened up considerably by the use of visual aids or personal experiences to add some flash and color - as in the Medical presentation.

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8. Panel Discussion

These questions-and-answers were interesting, but the participants' answers were necessarily guarded. If time becomes a problem, this session could be cut, but it should be continued if possible.

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I was especially pleased by the willingness of the panel to take on and answer any and all questions. This was especially meaningful to the entire audience, in my opinion, and, certainly, should become SOP for future sessions.

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Eliminate the panel and have a sum-up speech by the Executive Director.

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The time spent in the panel discussion seemed less worthwhile than that which was spent on the talks by senior officials. Its main value to me was to provide a vehicle for an important contribution by Mr. Kirkpatrick. Although I admit to some prejudice against panel presentations, I really believe that this part of the program could be eliminated without serious loss. The program would be improved if it were shortened overall and Mr. Kirkpatrick used the final period of time.

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9. Length of Program

The speeches should be shorter, brief and concise and to the point.

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Believe the program could be presented in two days as it is rather long for one who is in an office with much activity.

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The program was too long. A 6½ hour conference is almost impossible from the standpoint of keeping everyone's attention. After lunch speakers also ought to be individuals like [redacted] the Security man -- a big, booming, forceful speaker. Suggest no more than 4-5 hour session. I started to indicate next time but even this presentation could be cut -- some overlapping. The Finance Speech could almost be omitted for DRS and DDI supervisors - geared somewhat toward DMP.

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I think the session was entirely too long. A full day of lecturing is too much. I would suggest either that the number of speakers be reduced or that the program be presented on 2 half-days rather than one full day.

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Our supervisors felt that the duration of the course was just about right and that one day is not too much or too little. They were impressed with the panel concept. They suggested a statement by Mr. Kirkpatrick with the additional suggestion that he should be the first speaker after lunch. The DCI kicked off the program and set the tone for the morning; Mr. Kirkpatrick could serve the same purpose as the first speaker after lunch.

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I think each speech could have been shortened by ten minutes without substantial loss in content value. This would shorten the program by about an hour and give the audience a chance to get back to their jobs a bit sooner.

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The course should be shortened. It is not possible or desirable for operating officials to give a one-day course in basic supervision. One half day should be adequate for a well-planned presentation. For example, if there were points to be made in the medical portion of the program, they could have been made in five or ten minutes. (Most of the people liked the slides, but this is pretty expensive entertainment.)

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There was no complaint that the course was too long. However, two out of four recommended that perhaps some advantage might accrue out of dividing it up into two half-day morning sessions to be conducted on succeeding days. The thought being that so much was presented so fast that it would give one time to reflect between sessions and would be less disruptive to the normal office workday.

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It (the program) was too long.

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10. Microphone - Sound Equipment

A better microphone arrangement for Mr. Echoles and the panel.

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The sound equipment should be turned up so that everyone can hear what is being presented.

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I sat in the middle, on the right as you go in, and during part of this session, I had difficulty in hearing what was being said. Recommend a communications monitor to turn up the volume when they have a soft-speaker.

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The sound system was poorly arranged for the panel and the volume too low for Mr. Echoles' presentation. Many could not hear.

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It was generally thought that the handling of the microphone was quite clumsy and that it would save confusion by attaching it to the lectern.

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Our supervisors also felt that the movie camera and the technical aspects of filming the presentation served to distract the audience from the main speaker.

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I was sitting off to one side for the afternoon session and found the speech by the Director of Personnel physically hard to hear. I also had trouble hearing the individuals sitting at both ends of the table during the panel discussion. A slight adjustment in the microphones would easily eliminate that problem.

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II. Use of Visual Aids

The visual aids used by Dr. Tietjen and the Security Staff Officer were very good. These aids always make a more lasting impression on the audience. In an all-day session where a considerable amount of material must be presented a little levity goes a long way. One or two of the speakers might well have used visual aids or otherwise have brightened their hour long talks by the interjection of humor.

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More use of slides, illustrations and short motion pictures.

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Greater use of visual aids.

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12. Participation by the Executive Director-Comptroller

Suggest that the Executive Director-Comptroller devote more time to summing-up at the conclusion of the course by putting the activities of the day back into perspective, again from his Agency management vantage point.

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The speaking time of the DCI could be reduced to only introductory remarks indicating his stamp of approval and importance that he attaches to the management role of the supervisor; that the time saved be used by the Executive Director-Comptroller in setting forth his general views on Agency management from his vantage point.

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Many of our supervisors felt that there was a need for "tying up the loose ends." A capsule summary of the Agency's objective in conducting the program as well as a follow-up on the DCI's observations of professionalism might have improved the course content. In this respect, it was suggested that Mr. Kirkpatrick might speak on the subject: "Are We Professional Supervisors." The general thought to be developed is that personnel management is the basic responsibility of the supervisor--he is directly responsible for employee motivation, performance, improvement, recognition, and utilization.

It was also suggested that the Director of Personnel could follow Mr. Kirkpatrick's theme with more specific examples of how professional supervisors in the Agency have actually used the services of the Office of Personnel, the Medical Staff, the Office of Training, and the General Counsel.

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That the Executive Director-Comptroller or his Manpower Control Officer be added to the agenda to present top level management viewpoints relative to the utilization of Agency manpower assets in relation to the over-all manpower control policies of the White House, Bureau of the Budget and Congress.

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13. Other Comments

I would like to see this course be given by someone who would be more demonstrative; who would have more punch; and who would have some good, old, salesmanship finesse in their delivery. When speakers themselves do not become excited or ruffled in their presentation, but continue to placidly turn the pages of their notes, one can hardly expect the audience to really feel the importance of the subject matter.

Of the speakers, I thought Col. White walked away with the honors. Mr. Mahols' speech, what I was able to hear, was good, but I had difficulty in hearing him; therefore, I, like others, lost much of his presentation.

All in all, the course was useful but the degree of usefulness will depend on how much I will improve in meeting my responsibilities as a supervisor in the future.

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I would like to suggest that meetings of supervisors be held occasionally, perhaps in smaller groups, especially for "beginner supervisors," possibly grades GS-9 through 11. At such meetings perhaps more detail regarding day-to-day activities and problems could be discussed.

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The substance of the course was very well planned; however, I think that the younger supervisory types should be handled in a group by themselves where they could get more of the basic supervisory suggestions. Eliminating some of the basic supervisory advice to the senior group would allow more time for discussion of advanced supervision and management with the more experienced supervisors.

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Since a couple of speakers brought up the subject -- that we as CIA employees are part of a new social organization and order -- why shouldn't there also be an effort made to give some of this type of philosophy to the intermediate levels (and maybe junior ones) who have not reached supervisory positions? The older supervisors have probably faced their adjustment problems successfully, whereas the younger ones have yet to do so.

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More emphasis on the details of fitness reports.

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Our supervisors noted that the program did not include the Office of Training and suggested that consideration be given to including a presentation by OTR as a means of emphasizing the training aspect of a supervisor's responsibility to his employees.

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The benefits and services aspect of the Medical Staff was most informative but could be considered in another context. A suggested approach to uncover and relate current and potential problems would be as follows:

- a. A morning program devoted to senior management officials discussing management problems in their area and Agency goals.
- b. An afternoon devoted to smaller seminar groups providing for an interchange of information and ideas. These seminars to be chaired by officials qualified to provide guidance and objectivity for analysis of specific basic problems.

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That necessary follow-up should be made with regard to publishing of the individual presentations, or perhaps the inclusion of the highlights from each presentation in the Support Bulletin.

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I would be very much interested in receiving copies of the lectures given at the Friday meeting, if such are made available for distribution.

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